

# MAYOR BRANDON M. SCOTT BUILDING A BETTER BALTIMORE

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First Term Action Plan  
Released: December 8, 2021



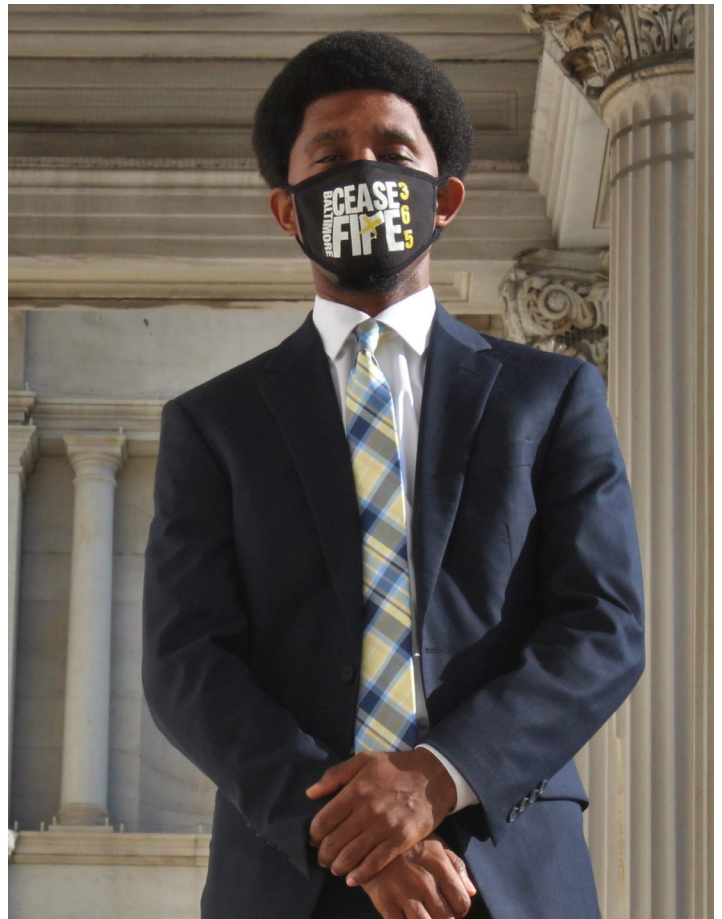


# DEAR BALTIMORE,

Thank you for your interest in my Action Plan for Baltimore. This tool allows you to see the goals my administration is committed to making significant progress on and accomplishing during my first term as your Mayor. The tool is organized into five core pillars: **Building Public Safety, Prioritizing Youth, Clean and Healthy Communities, Equitable Neighborhood Development, and Responsible Stewardship of City Resources**. You can follow along with the status of our actions, which will be updated on a quarterly basis, as well as view key performance indicators for each goal.

At the start of my term in December 2020, I embarked on a process to operationalize my vision for the City of Baltimore and give residents a way to see immediate transformation in their City government. This Action Plan seeks to establish measurable goals and intentionally reverse course from outdated policies and strategies that have not yielded results in the past. I strongly believe that to make progress, we must set ambitious goals and work every day to achieve them.

To put our city on a new path, my administration will need to operate with greater urgency, transparency, accountability, and commitment to equity than ever before. This Action Plan represents my continued and very personal commitment to work tirelessly every day on your behalf, in strong partnership and coordination across my administration. We must show progress over time and provide a way for residents to regularly follow along with our work—not just report on what we have accomplished once we are done.



My Action Plan builds on the thorough work of my transition team, more than 250 committed Baltimoreans—including young people, community advocates, business leaders, current and former government officials, artists, and academics—who generated clear recommendations for change and progress in Baltimore. That transition report was taken up by my executive team and agency leaders, who considered how to bring those recommendations, as well as other improvements, to life.

I invite you to follow along with our progress and hold my administration accountable as we prove that a new way forward is possible in Baltimore.

In service,

A handwritten signature in brown ink that reads 'Brandon M. Scott'.

**Brandon M. Scott**  
Mayor



# Pillar 01

# BUILDING PUBLIC SAFETY

**Pillar Champion**  
**Deputy Mayor for Public Safety**  
**Sunny Schnitzer**

As Mayor Scott frequently says, Baltimore is wrestling with multiple public health crises: the global COVID-19 pandemic and local epidemics of gun violence and preventable overdose deaths. Since 2015, Baltimore has seen more than 300 homicides per year—the overwhelming majority of which were gun-related. In 2020, there were 954 opioid-related overdose deaths in Baltimore.

Historically, our city has over-relied on the 3Ps —policing, prosecutions, and prisons—which have failed to yield long-term results. Never before have we developed a holistic public safety strategy, one that aims to treat gun violence as a public health crisis and operationalizes what Baltimore residents want to see from their City government. These goals and actions recognize that every agency, institution, and organization that interfaces with Baltimoreans has a role to play in preventing violence.



1. Reduce violent crime and achieve sustainable reductions in crime through an all-hands-on-deck approach in partnership with Baltimore communities.
2. Achieve significant progress on implementation and compliance of the federal consent decree, focused on policing practices.
3. Hold gun traffickers accountable and decrease the flow of illegal guns into Baltimore.
4. Increase support for returning residents, particularly around treatment, family strengthening, and employment services.
5. Accelerate and expand 9-1-1 alternative efforts to divert appropriate emergency calls to trained behavioral health specialists, improving Baltimore's response to behavioral and mental health crises.
6. Modernize the City's Emergency Medical System (EMS) to reduce overall response times to high priority calls, with a focus on harm reduction.
7. Strengthen federal, state, and regional coordination on joint efforts focused on violence prevention, intervention, enforcement, and re-entry.

## PRIMARY AGENCIES

Mayor's Office of Neighborhood  
Safety and Engagement

Baltimore Police Department

Baltimore City Fire Department

Baltimore City Health Department

Mayor's Office of Homeless Services

Mayor's Office of Neighborhoods

Office of Performance and Innovation

Environmental Control Board

Baltimore City Information Technology



## Pillar 02

# PRIORITIZING YOUTH

**Pillar Champion**  
Deputy Mayor for Equity, Health, and  
Human Services Faith Leach

Mayor Scott has committed that the City will do more to invest in the promise of young Baltimoreans, rather than their failure. Historically, Baltimore has over-invested in punitive approaches when young people act out or make a mistake. The Mayor has named Prioritizing Our Youth a cornerstone of his administration's strategy for a safer, accountable, and more equitable Baltimore.

The goals and actions in this pillar range include ensuring a quality education, providing modern recreation facilities, employment opportunities, support for disconnected youth, socio-emotional health, and engagement with City government. They also span youth at all stages of development, from babies and children to teens and young adults. The Scott administration will ensure that young people are not just a topic of discussion, but are represented around the table and part of the process.



1. Ensure Baltimore families have access to the quality educational and recreational environments every child deserves.
2. Increase quality employment, mentorship, and entrepreneurship opportunities for disconnected youth.
3. Decrease the number of justice-involved youth and increase opportunities for education and employment.
4. Ensure babies and young children are socially-emotionally healthy and developmentally ready to succeed upon entering kindergarten.
5. Increase engagement with Baltimore youth to make local government more accessible to and reflective of them.

### PRIMARY AGENCIES

Baltimore City Health Department  
Baltimore City Public Schools  
Baltimore City Recreation & Parks  
Baltimore Police Department  
Department of Social Services  
Family League of Baltimore  
Mayor's Office of Children & Family Success  
Mayor's Office of Employment Development  
Small Business Resource Center  
Enoch Pratt Free Library





## Pillar 03

# CLEAN AND HEALTHY COMMUNITIES

Pillar Champion  
Deputy City Administrator Daniel Ramos

Mayor Scott recognizes the connection between neighborhood cleanliness and the public health of our communities. The Scott administration has been focused on building clean and healthy communities. Upon taking office, the Mayor restarted residential recycling pickup, which had been suspended due to the pandemic, and initiated regular neighborhood cleanups. Additionally, the COVID-19 pandemic put public health disparities, along lines of race and class, in stark focus.

Uplifting quality of life for Baltimoreans, regardless of zip code, will require all stakeholders to work together and find new, innovative ways to build a more equitable city. The goals and actions in this pillar seek to move the needle, improving life outcomes for residents, cleaning up neighborhoods, and focusing on collaboration with communities.



1. Reduce public health disparities across the City by decreasing environmental hazards and improving air quality.
2. Provide support services to reduce housing insecurity and homelessness in Baltimore.
3. Improve the cleanliness of Baltimore neighborhoods, streets, parks, and public spaces—while expanding green space across neighborhoods.
4. Ensure every neighborhood can access affordable, healthy food; safe, reliable public transportation options; and quality streets and sidewalks.
5. Provide an affordable, world class water service while maintaining safe and high-quality water standards.
6. Move the City and Baltimore residents towards a more sustainable future and zero waste, through improved recycling, composting, waste management, and improved energy practices.

### PRIMARY AGENCIES

Baltimore City Health Department  
Department of Housing and Community Development  
Baltimore City Recreation & Parks  
Department of Transportation  
Baltimore Department of Planning  
Department of Public Works  
Environmental Control Board  
Mayor's Office of Homeless Services



# Pillar 04

## EQUITABLE NEIGHBORHOOD DEVELOPMENT

**Pillar Champion**  
Deputy Mayor for Community and  
Economic Development Ted Carter

Mayor Scott is focused on building a city longtime Baltimoreans can enjoy and thrive-in by building an effective and equitable City government—the very things that will make our city attractive to new residents, as well as new investment. Historically, investments made in Baltimore’s Downtown have been to the detriment of our neighborhoods.

The goals and actions in this pillar center on uplifting our Downtown corridor and our incredible neighborhoods, with a vision rooted in inclusive and sustainable economic growth. Building more equitable neighborhoods starts with supporting the businesses and workers most impacted by COVID-19, retaining legacy residents, supporting capital investment in formerly redlined neighborhoods, prioritizing local, women-owned and Black-owned businesses, and closing the digital divide.



1. Continue to ensure an equitable recovery from COVID-19 for Baltimore residents and businesses.
2. Increase capital investment and ensure equitable access to services in formerly redlined neighborhoods.
3. Reimagine and provide support to Baltimore economic engines, commercial corridors, and the arts community, with a focus on equity and opportunity for local business owners and creatives.
4. Increase population with a focus on supporting seniors and maintaining legacy Baltimore residents, while attracting more Black middle income and immigrant families.
5. Close the digital divide once and for all.

### PRIMARY AGENCIES

Baltimore City Health Department  
Baltimore City Recreation & Parks  
Baltimore Development Corporation  
Baltimore Office of Promotion and the Arts  
Department of Housing & Community Development  
Department of Transportation  
Mayor's Office of Immigrant Affairs  
Mayor's Office of Broadband and Digital Equity  
Mayor's Office of Employment Development  
Mayor's Office of Recovery Programs  
Minority and Women-Owned Business Development  
Baltimore Department of Planning



## Pillar 05

# RESPONSIBLE STEWARDSHIP OF CITY RESOURCES

**Pillar Champion**  
City Administrator Christopher Shorter

Since taking office, Mayor Scott has emphasized the importance of practicing responsible stewardship of the City's budget during the COVID-19 pandemic and beyond, while also realigning the budget with our shared values. Modernizing the City's outdated processes—from paying bills and fees, to engaging with the procurement process—and increasing resident participation in their government are imperatives to restoring the public's trust in their government.

The goals and actions in this pillar center on making City government more effective, while prioritizing services and resident opportunities in neighborhoods that have historically been left behind. By being responsible stewards, the City of Baltimore will improve access and affordability of services, recruit and retain a strong workforce, and be transparent and accountable about the government's performance.



1. Improve the overall reliability, access, and transparency of the City's financial systems.
2. Deliver quality, efficient customer service to all residents through a lens of equity, accessibility, and accountability.
3. Recruit, retain, and develop a diverse and high-achieving workforce.
4. Improve government performance, accountability, and cross-agency collaboration.
5. Increase transparency and meaningful resident participation in government.

### PRIMARY AGENCIES

Chief Data Officer  
Department of General Services  
Department of Human Resources  
Baltimore City Department of Finance  
Office of Equity and Civil Rights  
Office of Performance & Innovation  
Baltimore Department of Planning





To view the full Action Plan and tracker, visit  
[mayor.baltimorecity.gov/tracker](http://mayor.baltimorecity.gov/tracker)

For questions, please email [mayor@baltimorecity.gov](mailto:mayor@baltimorecity.gov)  
or contact the Mayor's Office of Constituent Services at  
410-396-4900.

Correspondence can also be sent to:

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